

LEADERSHIP INCIVILITY AND ITS IMPACT ON THE EMPLOYEE PERFORMANCE AND WELL-BEING IN SELECTED DISTRICTS OF WESTERN MAHARASHTRA STATE

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ABSTRACT

The present paper focuses on different types of incivility exhibited by the leader and its direct relationship to the performance of the employees. The quantitative study was conducted with management teachers and clerical staff working in the unaided management institutes in selected districts of western Maharashtra state. A sample of 345 teachers was used from various unaided management institutes using the Multistage sampling technique. An online survey was conducted to gather data on different types of leadership incivility exhibited by leaders and its impact on employee performance and employee wellbeing. A five-point Likert scale was used to determine the impact of leadership incivility on employee performance. Regression analysis and factor analysis were done using SPSS software. From the study, it is very evident that employees do confront incivility exhibited by the leader and it has a negative impact on performance as well as well being of the employees. The study exhibited that employees do come across uncivilized behavior but this in civilized behavior varies from institute to institute. It is also worth noting that employees tend to be unhappy in the presence of incivility of the leader at the workplace and also intend to quit such types of institutes. This study will be useful in shaping the leadership traits and managing office politics. This research will help to design strategies in getting support for task accomplishment from employees at the same time, try to acquire the general well-being of the employees, and curb the attrition rate.

Keywords: Leader Incivility, Employee Performance, Employee wellbeing, CivilizedBehavior, Retention.

Introduction

Workplace is the place of work. The average person spent one third of his lifetime at work. It is a part of the society that we live in. A positive work environment always nurtures the best of everyone keep retention rate high, reduce employee hiring and also increase employee engagement. High levels of trust and support, strong communication, motivation and compassion are some characteristics of a good and positive workplace. Good workplace is driven by a good leader. Leadership is a process by which an executive can direct, guide and influence the behavior and work of others towards accomplishment of specific goals in a given situation. Leadership is the ability of a manager to induce the subordinates to work with confidence and zeal. It is responsibility of the leader to create and provide a healthier workplace to its employees. Leaders incivility is defined as leader's low intensity unusual behavior with indefinite intention to hurt his fellow subordinates, in violation of workplace norms for mutual respect. Inhuman behaviors of the leaders and supervisors can act as a ground for great psychological damage to people around them. Incivility enters the workforce when leaders and employees are exposed with more demands and stress that brunt their lives. As a result of incivility, many issues arose such as higher employee turnover, consistent increase in no. of grievances and complaints, more customers complaints, lesser productivity, communications hurdles, lack of trust in the leadership, inability to adapt to the organizational change and lack of accountability.

Tarraff, Finega (2012) employees need to be respected. Porath, Pearson (2010) incivility is the nature of being unethical; rude or digressive attitude of person towards another. Unethical behavior in the workplace includes negative attitudes, rudeness to one another, discourteous, gossip in place of work and somebody displaying a lack of respect and honor for other colleagues. A certain sort of civility and respect is desired in any of the working relationships at the workplace. Hunter, Day (2001) as at the end of the day it's pulsating people you have to deal with and they are the ones who bring the plans and strategies into existence. Aggression, injustice, and violence are a part of the mistreatment towards the employees. These results in strained relationships and discomfort at work the front. Musyoka (2020) in the era of achieving more and more rude remarks, being ignored or lack of politeness and harsh treatment is causing psychological injuries to the people in the organization.

Purpose of the Study

The research is aimed at investigating the workplace incivility experienced by teachers and admin staff in various unaided management institutes in selected districts of western Maharashtra state and its impact on employee performance and wellbeing.

Literature Review: - In the last two decades, workplace incivility has received the attention of organizational researchers. Various experimental studies have been conducted to identify and explain the causes and consequences of incivility experienced by employees in their organizations.

Tricahyadinata, Hendryadi, Suryani & Zainurossalamia (2020) intensive researches carried on in Europe and America have showed that incivility has become a severe disquiet. Ghosh, Reio & Thomas (2013) no doubt that workplace incivility is a global problem that requires immediate attention from human resource and organization professionals. In 2011, Porath, Pearson (2013) reported the despicable fact that a 98% respondents experienced incivilized behavior at their workplace. Gowthan (2019) incivility leads to emotional exhaustion and impacts individuals both psychological and physical well-being.

Bartlett J, Bartlett M. & Thomas (2008) unresolved workplace conflicts results to reduced costs to an organization as this results in incivility. Incivility ranges from a simple as one like not returning a smile to hurting the feelings of others without a cause. In civilized behavior, if not addressed will result in to aggressive behavior by the sufferer. Antecedents tend to be triggered in civilized behavior by workers job insecurity, dissatisfaction, trait aggression, hostility, power, ego, and internal competition, the assertiveness of leaders, lack of communication, at times not being able to meet competition, and many others alike. Negative effects are evident on human capital and organizations to costs due to in civilized behavior. Arthur, Barbara (2008) when uncivil behavior is tolerated or is the accepted norm in a workplace, it is natural that employee commitment to the organization is reduced. The extent of employee engagement changes depending on the level of incivility experienced at the workplace. At times employees are tolerant of incivility when they confront occasionally say once or twice a year but when it becomes a day-to-day affair it has a major impact on employee dedication to work and their engagement with the task at hand.

Lim, Cortina (2005) if workplace incivility is not confronted constructively will affect the workforce at emotional front and also the organization in terms of stepping up recruitment and training costs, unhealthy and uncreative work climate, poor customer service leads to an increase in the potential costs to fight the litigation cost filed by victims on grounds wrongful-termination claims.

Sung-Hoon Ko, Choi Y. (2021) on the other hand workers /employees who experience compassion at work are less likely to participate in workplace incivility. Positive emotions and positive leadership reduce workplace incivility emergence. Leader's as well coworkers' uncivilized behavior is detrimental for the progression of the organization.

Arthur, Barbara (2007) in most cases co-workers are the highest source of incivility in comparison to managers, or their senior leaders. This may be because in regular workday employees tend to interact with more co-workers than they do with managers or leaders also there is a likelihood as the employees perceive their subordinates or coworkers or peers as competitors for promotion or resources. As a result try to suppress the capacities of their subordinates to grow or to achieve on the professional front. Sung-Hoon Ko, Choi (2021) leaders do not show uniform attitudes and behaviors towards employees. But if employees and their leaders deal with compassion with each other, in that case this will lead to the formation of an empathetic culture to encourage positive leadership, their relationship will develop more positively, thus, reducing workplace incivility. Coworkers will feel they have been taken care of and will not get into uncivilized behaviors.

Walsh B., Lee J., & Gonagle (2017) show a comparison of appealing leadership and ethical leadership which are positive leadership behaviors that may be associated with workplace civility. Whereas on the dark side, passive and abusive leaders foster negative conduct at work. Taylor, Pattie (2014) authoritative leaders play an important role in shaping the attitude and behavior of the employees and their behaviors, they have control over and demonstrate to uphold, and reinforce interpersonal and organizational norms regarding the exhibition and conduct of appropriate workplace behavior that will reduce the spread of workplace incivility. Females are more sensitive or observant to detect uncivil behavior than males Montgomery, Kane & Vance (2004) also new entrants are more vulnerable to incivility compared to older employees.

Arthur, Barbara (2007) states that employees need to be provided with guidelines to handle civilized behavior or to tackle bullies in the workplace. At the same channels needs to be placed so that employees can report and

help could be provided to tackle such behavior and curtail its ill effects. There are incidences of incivility experienced in the Indian context also though its consequences are not very harsh. Gowthan V., E.N Anju (2019) incivility is experienced by nurses in the healthcare sector apart from the existence of incivility regional and cultural differences have an impact on how individuals perceive and respond to civilized behavior at workplaces. Sharma, Singh (2016) state that few studies have been conducted on incivility and its impact in Asian countries. Incivility in India is limited to basic issues and does not provide detailed consequences of its existence but one of the studies also has indicated that workplace incivility acts as a significant predictor of turnover in Indian restaurants.

Thomas. Stephanie (2018) in the educational sector also teachers are confronted with uncivilized behavior to increase the students learning performance through federal and state Governments. Educational leaders can use all information generated by research on incivility to find ways to reduce the likelihood of uncivilized behavior, increase teacher commitment, and decrease the turnover rate among teachers at schools. Baron, Neuman (1998) and Pearson, Porath (2000) research scholars have cited several causes of uncivilized behaviors such as lack of effort in developing positive relationships within coworkers, negative effects like anxiety, frustration, anger and demographic dissimilarities like age, gender, and others as some of the antecedents of uncivilized behaviors in the workplace.

Given below is the research methodology adopted in conducting the research study.

Research Methodology

Statement of the Research Problem

Eunice N. M.(2020) Workplace Incivility has become a huge encumber and an alarming issue for almost all types of organizations in the world. People are complaining of higher rates of psychological injuries, harsh behavior, favoritism issues, and sick behavior in organizations. As a result of this rude behavior exhibited by the authoritative leaders in the organization, employees are becoming less innovative as they realize they get depressed due to disrespect, lack of appreciation, partial behavior, and thinking of leaving the job or just quitting the job all of sudden. Employees develop an inferiority complex concerning working capabilities, efforts, and quality of work and finally can even drive them in depression. Which will at large impact the employee's performance.

Research Questions

1. Is there a presence of workplace incivility in the institutes in the state of Maharashtra?
2. Is this incivility having an impact on the performance of the teachers in the institute?
3. What types of incivility are very prevalent that you come across?
4. What measures can be taken to overcome workplace incivility?

Research Significance

This will be useful for management teachers and leaders in various Management institutes in the state. This research may help to identify the various types of incivilized behaviors and later will help to curb them to bring about the well-being of the faculties and ultimately happy students because of the best impartment of the lesson by the faculties.

Objectives of the Study

1. To study the workplace incivility influence on employee performance in unaided management institutes in western Maharashtra State.
2. To examine the different types of incivility exhibited by the leaders in unaided Management institutes.
3. To examine the association between incivility at the workplace and the job performance of teachers in the institutes.

Research Design

The research was aimed at collecting data from teachers and staff of various management institutes in selected districts of Western Maharashtra State. Three districts namely Pune, Satara, and Sangali were selected for the data collection. Simultaneously 10 to 15 unaided Management institutes each from Pune, Satara, and Sangali districts were selected. The sample was comprised of teachers (70%) and staff (30%) (e.g., counselors, clerical and administrative staff, etc.) from unaided management institutes.

Type of Research: Descriptive Research

A descriptive research method is used because the objective is to provide systematic description that is as factual and accurate as possible.

Sampling Design: Multistage Sampling Method

Sample size: 345 Respondents (Teachers and administrative staff in various management institutes in Western Maharashtra state)

Data Collection Techniques: For effective and flawless primary data collection survey method was used. Secondary data was collected through research papers, books, survey reports conducted earlier. Respondents indicated the extent of agreement (1 = strongly disagree; 5 = strongly agree) with each item.

District	Sub districts	Sample Size	Total Sample Size
Pune	Haveli	70	115
	Baramati	45	
Satara	Satara	59	115
	Karad	56	
Sangli	Tasgaon	60	115
	Vita	55	
Total			345

Table No - 1: Sample Selection Methodology

Name of the District	Sample Size	No of Items	Chronbach's Alpha
Pune	115	32	0.765
Satara	115	32	0.823
Sangli	115	32	0.709

Table No - 2: Reliability of Instrument

Variables under study:

Given below are the variables considered under study.

No	Variables under study	
	Type of Incivility	Impact Of Incivility on employee
1	Rudeness	Poor innovation and creativeness
2	Differential treatment	Reduced motivation
3	Credit fav faculty	Waste of time in criticizing leader
4	Work on holiday	Feel sad and devalued
5	Gossip politics	Despair and stop performing
6	Partiality work allocation	Don't want to take initiatives
7	Insult faculty	Reading and learning process is hampered
8	Unrealistic expectations	Reduced work efficiency
9	Job threat	Emotional Exhaustion
10	Undermine Gen work	Hampers employee well being
11	Patiality_in_late coming	Staff wellbeing leads to higher productivity
12	Appreciation Fav faculty	Incivility_leads_reduced_job_satisfaction_retention_of_faculties
13	Deduct_CL	

Table No - 3: Variables under study

Data Analysis and Interpretation:

Mean Scores:

The data was analysed using SPSS software and mean scores for average and standard deviation were calculated on the scale of 0- Strongly Disagree to 5- Strongly Agree. Given below are the results

	Variable	M	SD
1	Rudeness	4.5	0.44
2	Differential treatment	4.1	0.84
3	Credit fav faculty	3.30	0.47
4	Work on holiday	1.56	0.51
5	Gossip politics	2.72	1.00

6	Partiality work allocation	4.0	0.42
7	Insult faculty	4.22	1.28
8	Unrealistic expectations	3.49	0.58
9	Job threat	4.35	1.68
10	Undermine Gen work	4.76	0.45
11	Patiality in late coming	2.12	0.88
12	Appreciation Fav faculty	3.75	0.79
13	Deduct CL	3	0.81

Table No - 4: Mean Scores and standard deviation

Impact of Incivility Exhibited by Leader on Job Performance

Gender	Job Performance negatively affects incivility					Total
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Male	8	13	33	38	75	167
Female	10	20	39	41	68	178
Total	18	33	72	79	143	345

Table No - 5: Gender Vs Job Performance & Incivility

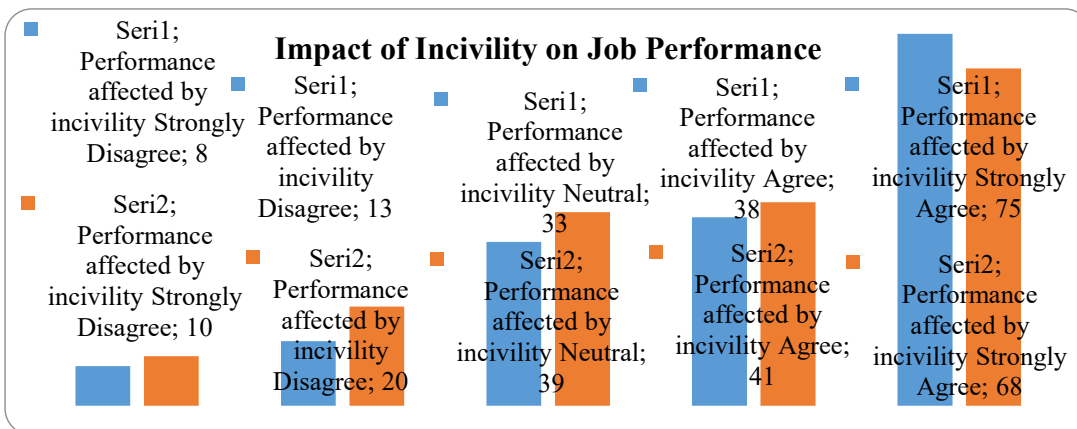


Figure 1: Impact of incivility on job performance

Interpretation: In accordance to the above analysis 65% of the respondents are of the view that incivilized behavior of the leader has a negative impact on their performance at the workplace. Whereas 15% of respondents are of the view that incivility has nothing to do with the performance of the faculties.

Institutes that witness leaders' incivility tend to have a very poor result which leads to reduced job satisfaction and retention of faculties.

Gender	Incivility leads to poor academic results, reduced job satisfaction and reduction in retention of faculties.					Total
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Male	10	18	24	70	67	189
Female	5	11	21	63	56	156
Total	15	29	45	133	123	345

Table No - 6: Gender Vs Incivility & Job satisfaction, faculty retention

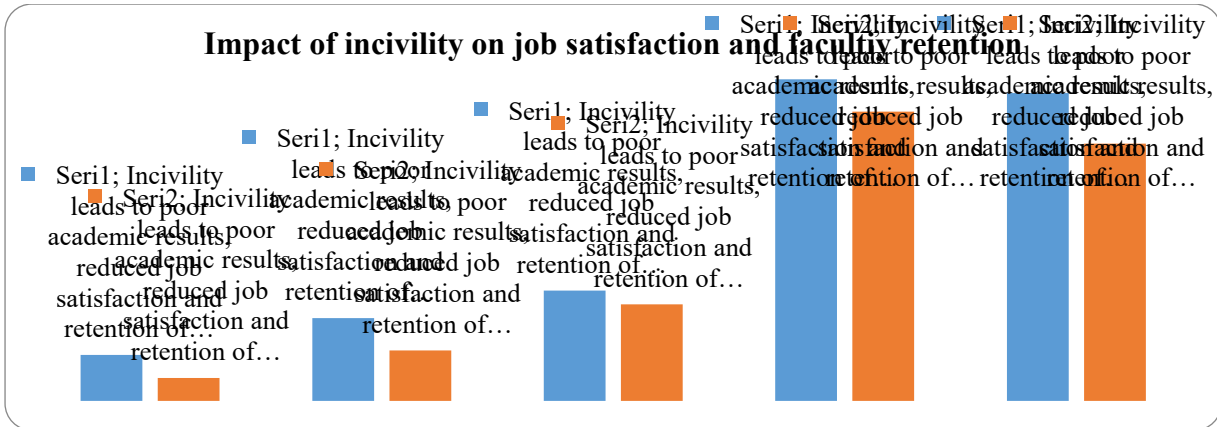


Figure 2: Impact of incivility on job satisfaction and faculty retention

Staff wellbeing is a major contributing factor for higher productivity

Staff well-being is a great contributing factor for higher productivity						
Gender	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Male	7	20	15	82	52	176
Female	12	25	22	35	75	169
Total	19	45	37	117	127	345

Table No - 7: Gender Vs staff wellbeing & work productivity

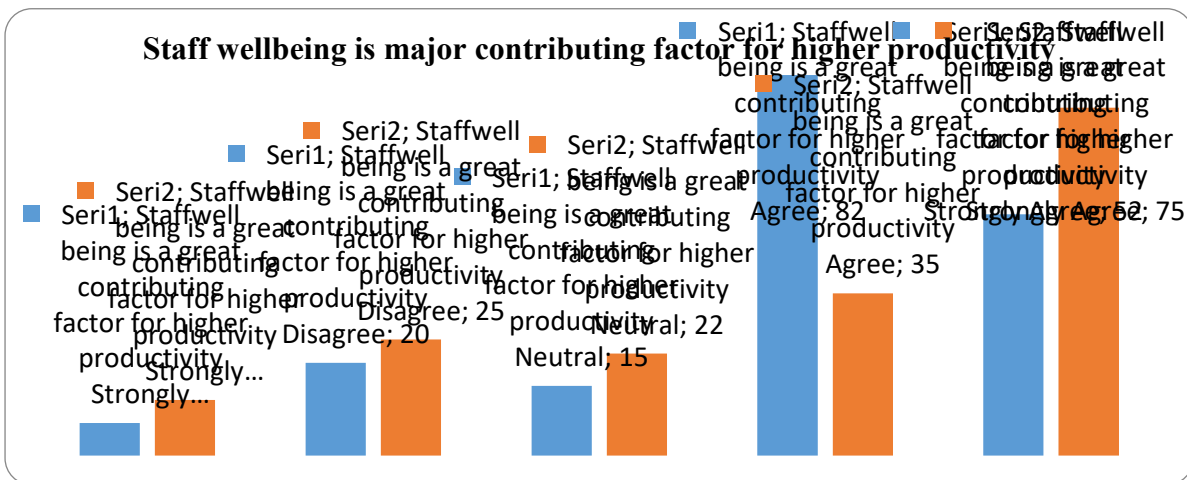


Figure 3: Contribution of staff wellbeing in productivity

Interpretation: Above chart shows that 70% respondents agreed to the fact staff wellbeing is a major contributing factor for higher productivity where as remaining feel the other way.

Hypothesis Testin

H0: There is no significant association between a leader's incivility in the institutes and its impact on the job performances of the faculties.

H1: There is a significant association between a leader's incivility in institutes and its impact on the job performances of the faculties.

Dependent Variable

Performance of the employee

Independent Variables

- 1) Partiality in late coming
- 2) Partiality in assigning work
- 3) Job threats are imposed by Leader
- 4) Leader undermine the work done

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	-.635 ^a	0.403	.120	1.345
a. Predictors: (Constant), I_Partiality_latecoming, I_Partiality_work, I_Job threats, I_Undermine work				

Table No.8 Model Summary

The model summary shows the strength of the relationship between the model and the dependent variable performance of the employee. R shows the relationship between observed and model-predicted values of the dependent variable. Its low value indicates a weak relationship.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.839	4	9.2097	3.692	.008b
	Residual	54.361	300	1.81		
	Total	90.200	344			
a. Dependent Variable: Performance affected by incivility						
b. Predictors: (Constant), I_Partiality_latecoming, I_Partiality_work, I_Job threats, I_Undermine work						

Table No.9: ANOVA Test Summary

P value is less than 0.05. Hence we reject the Null hypothesis and accept the alternate Hypothesis. There exists a significant association between a leader's incivility in institutes and it impact negatively on the job performances of the faculties.

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.763	.377		7.676	0.521
	I_Undermine work	-.540	.460	-.423	-3.620	0.011
	I_Partiality work	-.333	.373	-.226	-1.361	0.048
	I_Job threats	-.487	.175	-.297	-1.802	0.004
	I_Partiality_latecoming	-.137	.253	-.040	-.278	0.000
a. Dependent Variable: Performance affected by incivility						

Table 10: Coefficients

Factor Analysis

Factor analysis is used to find factors in the observed variables contributing to teachers' incivility. In other words, if data contains more variables, factor analysis is useful to reduce the number of variables. Factor analysis groups variables with similar characteristics together.

Communalities		
	Initial	Extraction
Poor innovation and creativeness	1.000	.564
Reduced motivation	1.000	.869
Waste of time in criticizing leader	1.000	.732
Feel sad and devalued	1.000	.585
Despair and stop performing	1.000	.793
Don't want to take initiatives	1.000	.833
Reading and learning process is hampered	1.000	.801
Reduced work efficiency	1.000	.849

Emotional Exhaustion	1.000	.735
Hampers employee well being	1.000	.757
Staff wellbeing leads to higher productivity	1.000	.828
Incivility leads reduced job satisfaction retention of faculties	1.000	.713
Extraction Method: Principal Component Analysis.		

Table No.11:Communalities

Table of communality shows how much of the variance in the variables has been accounted for by the extracted factors. For instance, over 86.9% of the variance in motivation reduced due to harsh language of leader is accounted for.

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.126	51.053	51.053	6.126	51.053	51.053
2	1.867	15.562	66.615	1.867	15.562	66.615
3	1.066	8.880	75.494	1.066	8.880	75.494
4	.813	6.779	82.273			
5	.707	5.888	88.162			
6	.451	3.756	91.918			
7	.347	2.888	94.806			
8	.229	1.912	96.718			
9	.145	1.207	97.925			
10	.142	1.182	99.107			
11	.072	.598	99.704			
12	.035	.296	100.000			
Extraction Method: Principal Component Analysis.						

Table No.12: Total variance explained

The above table of variance explained shows the factors extractable from the analysis along with their eigen values, the percent of variance attributable to each factor, and the cumulative variance of the factor and the previous factors. Notice that the first factor accounts for 51.053% of the variance, the second 15.562 % and the third factor is accountable for 8.880% and cumulating to 75.495%.

Component Matrix^a			
	Component		
	1	2	3
Poor innovation and creativeness	.426	.539	-.304
Performance affectedby incivility	.347	.751	-.220
Reduced motivation	.807	-.041	-.465
Feel sad and devalued	.026	.440	.725
Despair and stop performing	.863	.167	.140
Don't want to take initiatives	.863	-.233	.184
Reading and learning process is hampered	.871	-.187	.091
Reduced work efficiency	.878	-.273	-.054
Emotional Exhaustion	.416	.746	-.072
Hampers employee well being	.348	.306	.783
Staff wellbeing leads to higher productivity	.342	.040	.771
Incivility leads reduced job satisfaction retention of faculties	.167	.713	.140
Extraction Method: Principal Component Analysis.			
a. 3 components extracted.			

Table No.13: Component matrix

The table below shows the loadings of the twelve factors variables on three factors extracted.

Given below are the three factors extracted with loading values. It is clear from the above analysis that following five factors are heavily loaded on factor 1,

1. Reduced motivation
2. Despair and stop performing
3. Don't want to take initiatives,
4. Reading and learning process is hampered
5. Reduced work efficiency

Performance affected by incivility, Emotional Exhaustion and incivility leads to reduced job satisfaction and reduces faculty retention are heavily loaded on factor 2 and feel sad and devalued, hampers employee well being and Staff wellbeing leads to higher productivity is heavily loaded on factor 3.

Given below are the findings from the study.

Findings

1. Incivility exhibited by a leader leads to affect lectures and the whole teaching-learning process of the teacher.
2. Rudeness on the part of the leader was observed by nearly more than half of the respondents.
3. As such there are less amount of instances wherein job threats are given by the leader.
4. More than half of the population has experienced the harsh language of the leader in many of the management colleges in western Maharashtra state.
5. From the analysis, it is very much evident that the in civilized behavior of a leader leads to reduced job satisfaction and non-retention of the faculties as 75% of respondents agreed
6. It was also revealed that 67 % of teachers don't take any initiative due to the leader's ill behavior.
7. Teachers also feel devalued and despair from work if a leader does not recognize the efforts put forth by teachers in doing work.
8. It was also revealed that for 58% of respondents, incivility at the workplace also leads to decreasing job innovation and creativeness among teachers.
9. 71 % of the teacher's respondents agree with the fact the leader gives credit for one's work to his favorite faculty which further leads to disgruntlement among the teachers.
10. 65% of the respondents are of the view that civilized behavior of the leader has an impact on their Performance at the workplace.
11. Factor Analysis shows that the first factor accounts for 51.053% of the variance, the second 15.562 %, and the third factor is accountable for 8.880% cumulating to 75.495%.
12. P value in the regression analysis shows 0.05. Hence we reject the Null hypothesis and accept the alternate Hypothesis. There exists a significant association between a leader's incivility in institutes and it impact negatively on the job performances of the faculties.

Relationship between job performance & workplace incivility

1. The researchers have tried to reveal the nature of the relationship between job performance & workplace incivility.
2. Staff well-being is a major factor to be considered for higher productivity
3. Incivility exhibited by a leader leads to decreased job innovation and creativeness in the establishment.
4. Institute that witnesses incivility tends to have very poor results and reduced job satisfaction and Retention of faculties.

Suggestions

The following measures can be implemented to encourage civility in the workplace.

1. The role of the leader is very important in creating a culture of civility in the workplace. All teachers must speak politely and respectfully to everyone. Practices such as no talking over people, no door slamming, no voice raises, etc. must be practiced.
2. Management development programs must be organized on universal human values and ethical practices at the workplace for leaders and management representatives.
3. There is a need to carry private talks with a teammate who fills discomfort concerning incivility.
4. Institutions must define acceptable codes of conduct in the institution
5. Incorporate civility training must be imparted in to the employees
6. Awareness programs must be organized and healthy talks must be carried out workplace civility practices

Conclusion

From the research, it is very much clear that there is the existence of incivility at the workplace by the leader which is experienced by nearly 65 % of the faculty respondents in Management institutes. The most prevalent type of civilized behavior experienced by the faculties are; Partiality in work distribution, making faculties work on holidays and Rudeness are some of the types of civilized behavior on part of the leader towards his/her faculties. It's also worth mentioning that, job performance, job retention, and job satisfaction are negatively impacted by civilized behavior. However, a role of a leader is very important in creating a culture of civility in the workplace.

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